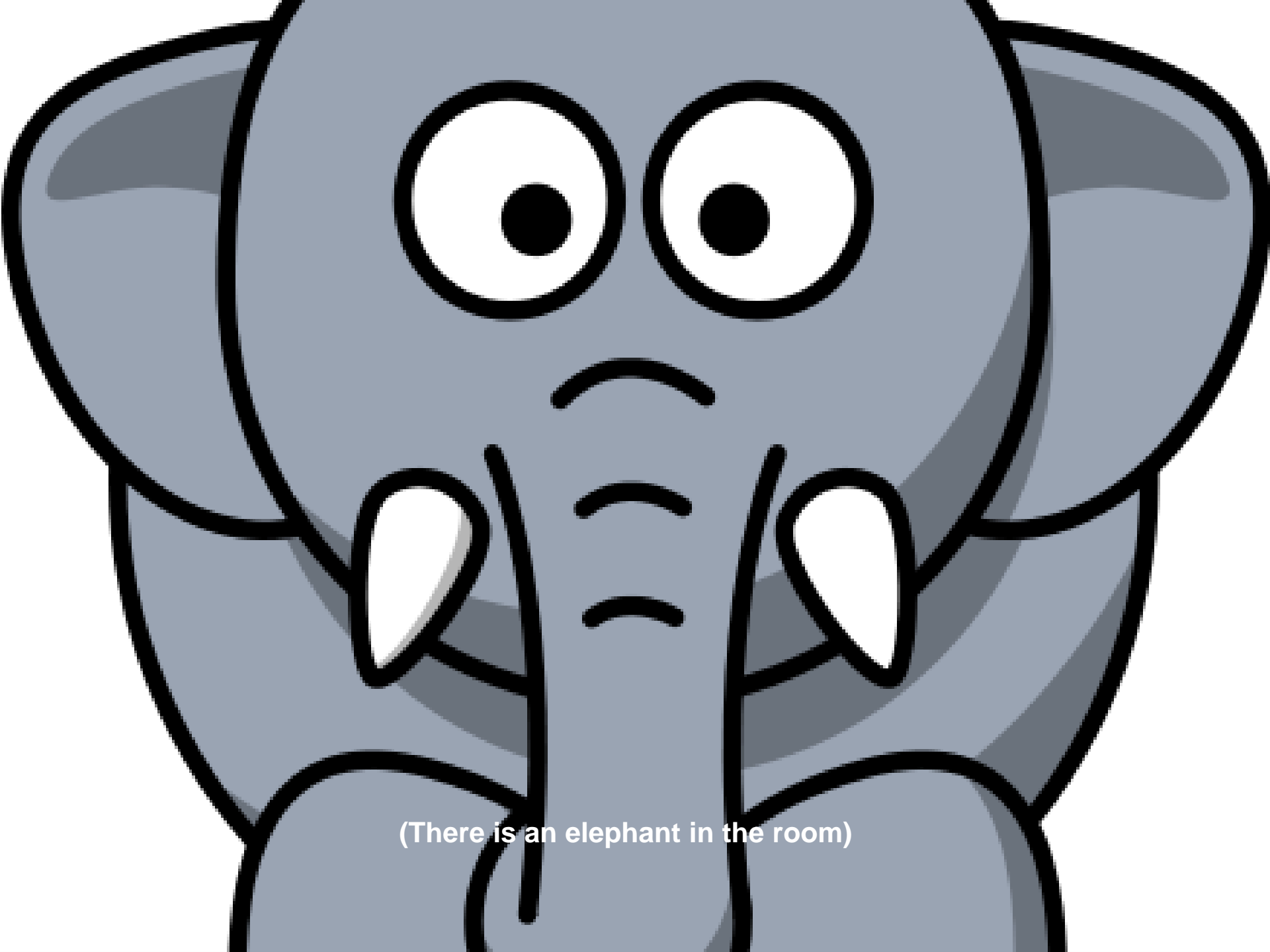


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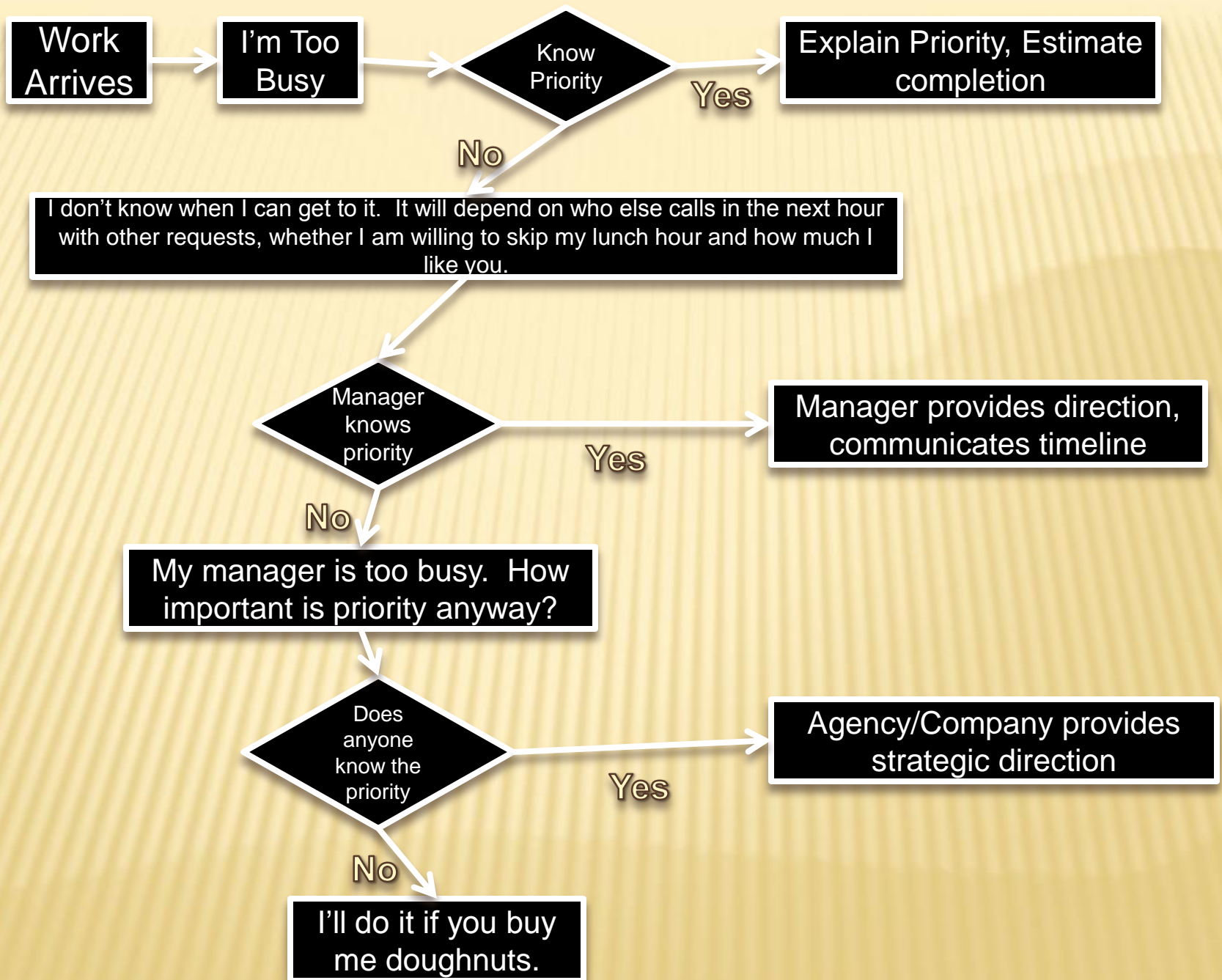
Revenue's Journey Through Organizational Culture Shift

PROJECT PORTFOLIO MANAGEMENT



(There is an elephant in the room)

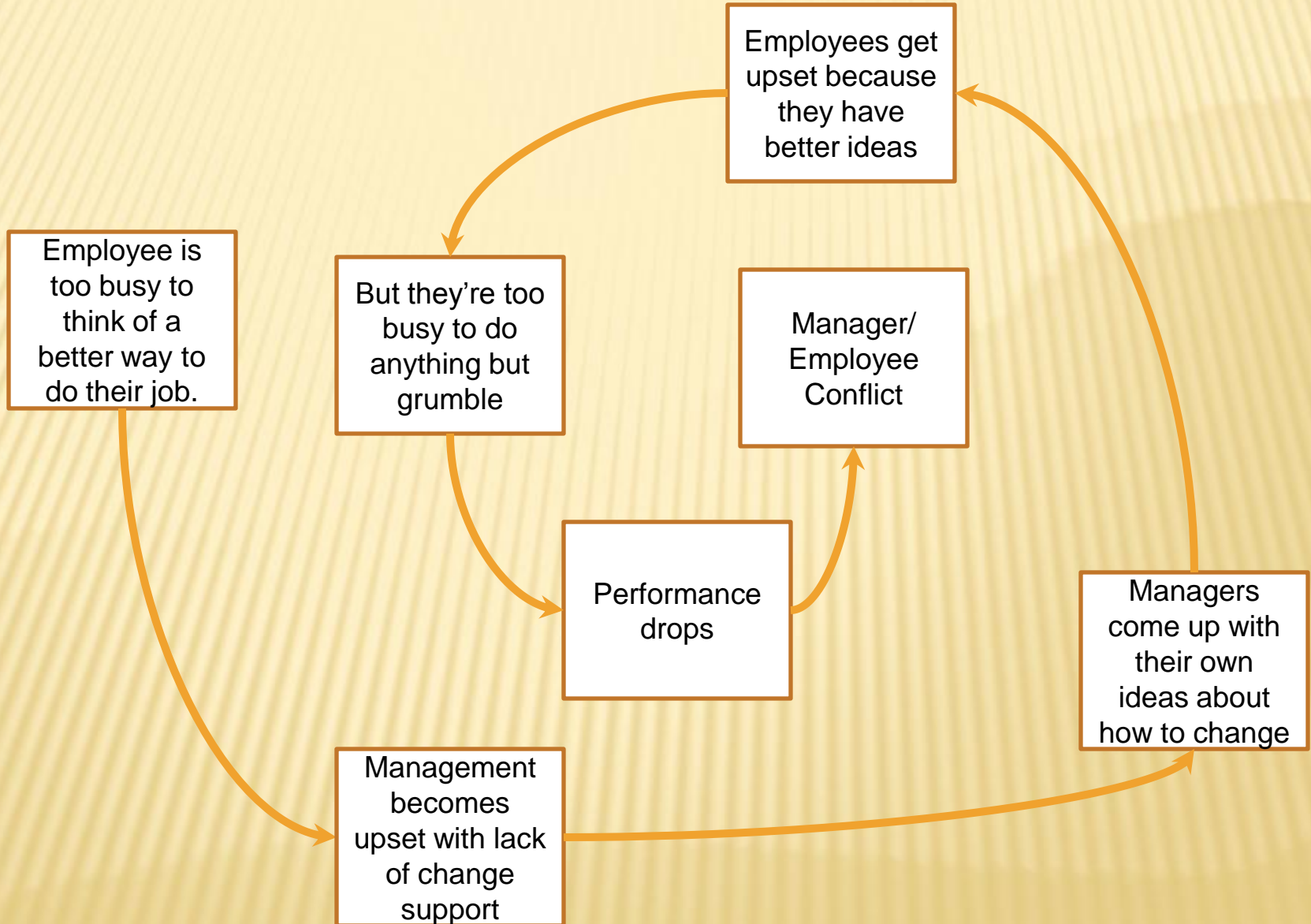
I'M TOO BUSY



Reserve (Slack)

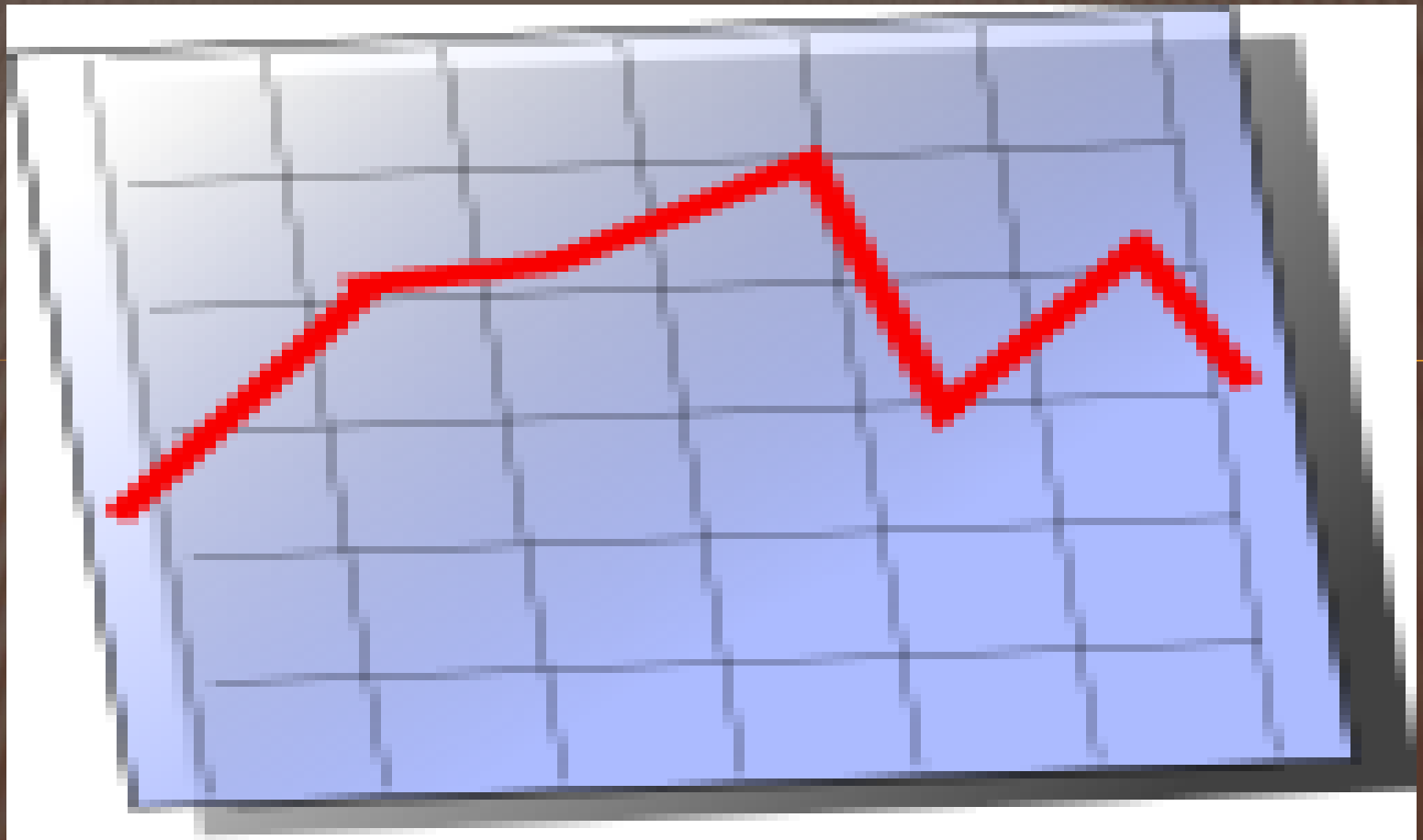
Discretionary (Change)

Operational (Defined, Stable Work)



**HOW IMPORTANT IS PRIORITY
ANYWAY?**

Investment → Return on Investment



Investing

Staff

Budget

Space

Hardware

Time

Thought



In Projects



Returns. . .

Efficiency (Time)

Strategic Goals

Money

IT GOVERNANCE

- ✖ Simply put, it's putting structure around how organizations align IT strategy with business strategy, ensuring that companies stay on track to achieve their strategies and goals, and implementing good ways to measure IT's performance. (CIO Magazine)
- ✖ Ensuring IT is doing the right things. (Greg)

Strategy

Portfolio
Management

Everybody

Resource
Allocation



Service
Requests



Requirements
Gathering

IT

Standards/ Best
Practices

Department

Divisions

Projects

Programs

Projects

Project
Phases

Day-to-
Day Work

Projects

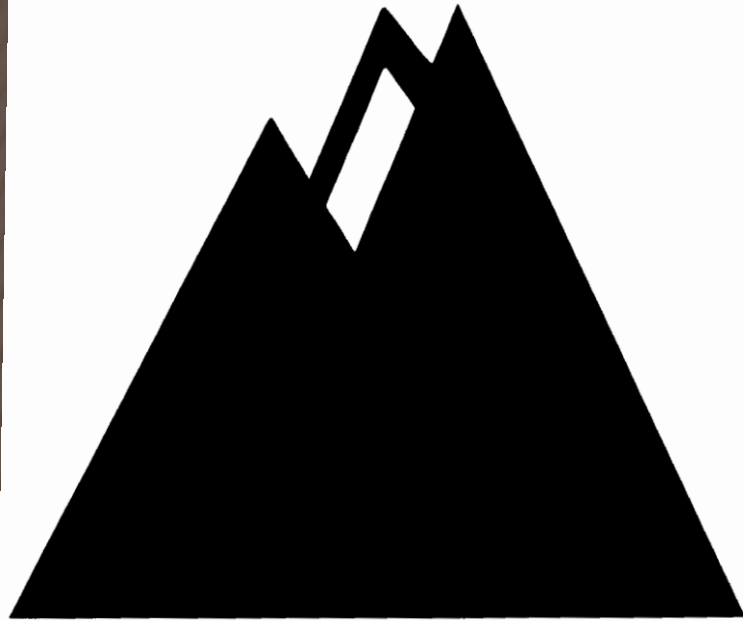
Sub-
Projects

Sub-
Projects

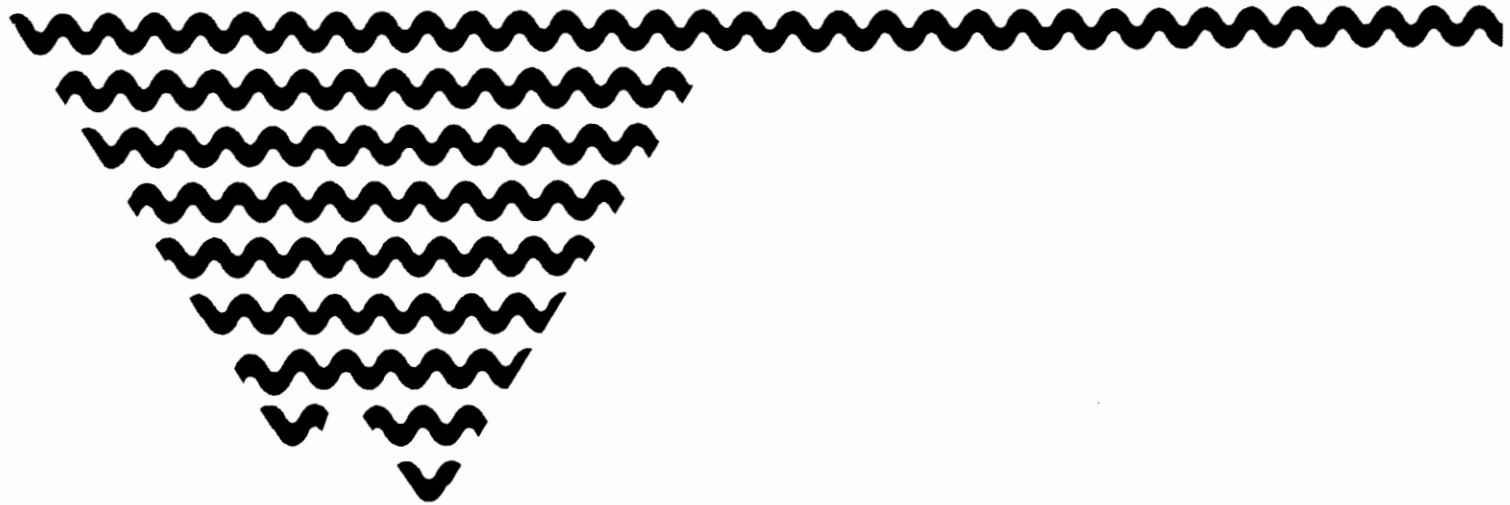
Tasks
(Projects)

Activities
(Projects)

Tasks
(Projects)



Montana Department of
REVENUE



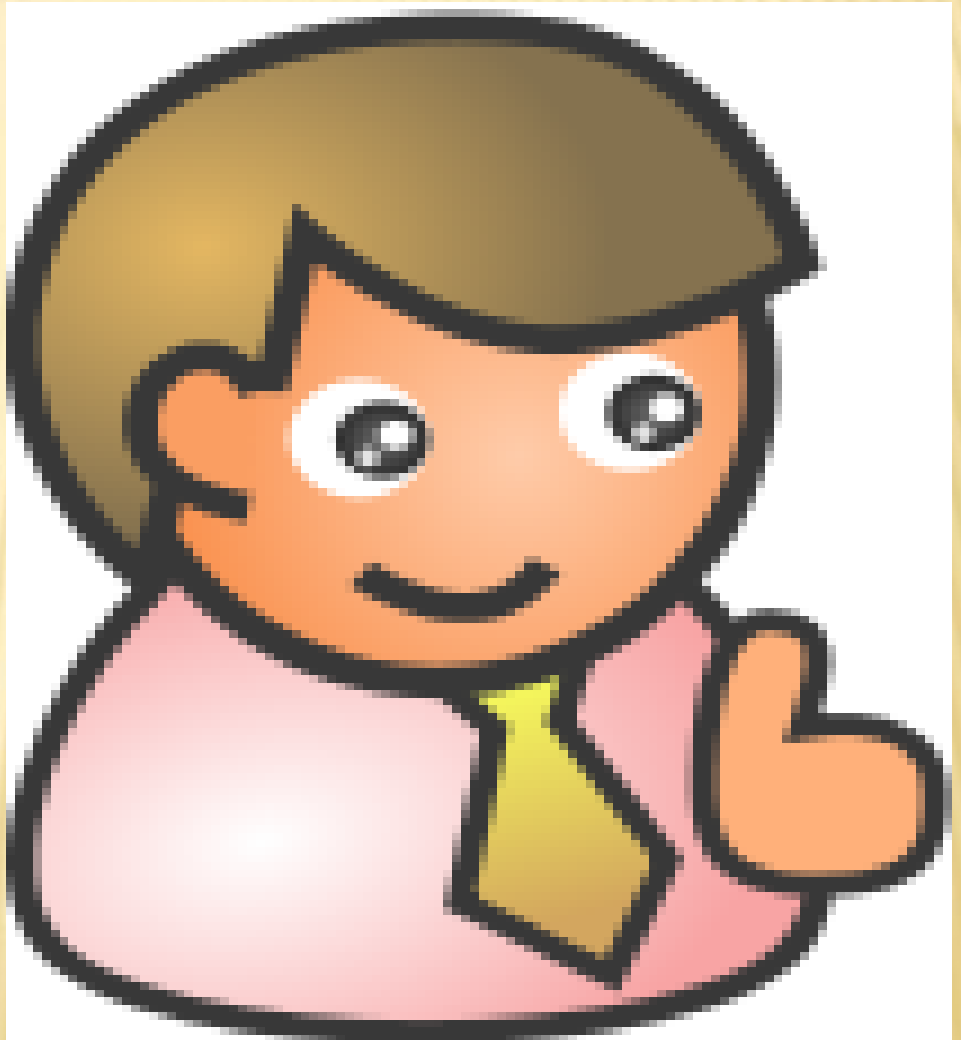
IT

- ✗ Getting back into the application development game
- ✗ 600+ person department supported by less than 10 developers.
- ✗ Too much success!



DIRECTOR'S OFFICE

- ✗ Vision
- ✗ Ideas
- ✗ Lots and lots of projects
- ✗ Not willing to maintain the status quo



ADMINISTRATORS?



PORTFOLIO MANAGEMENT TO THE RESCUE!



DEPARTMENT OF REVENUE

PROJECT PORTFOLIO

ProjectName	Priority	Score	Project Lead	ProjectType	ProjectStatus	Deadline	Overall Status	Budget Status	Schedule Status	Scope Status	Estimated Hours	Project Budget	Est. Staff Cost	Total DOR Cost
Project 1	A	724	Joe Easton	Mandate	Active	(blank)	Green	Green	Green	Green	\$ 1,040	26,560	\$ 50,877	\$ 77,437
Project 2	A	699	Joe Easton	Mandate	Assessment	(blank)	Green	Yellow	Green	Green	\$ 2,280	70,000	\$ 110,347	\$ 180,347
Project 3	A	680	Greg Schneider	Strategic	Active	1/6/2012	Yellow	Yellow	Yellow	Yellow	7,080	\$ -319,583	\$ 319,583	
Project 4	A	665	Steve Elliott	Strategic	Scheduled	(blank)	Green	Green	Green	Green	2,840	\$ -128,507	\$ 128,507	
Project 5	A	552	Sky Shaefer	Efficiency	Active	(blank)	Red	Green	Red	Red	\$ 1,260	82,000	\$ 56,830	\$ 138,830
Project 6	A	532	Carmen Kurishima	Strategic	Active	8/31/2011	Green	Green	Yellow	Green	20,720	1,045,000	\$ 933,584	\$ 1,978,584
Project 7	B	513	Greg Schneider	Efficiency	Assessment	(blank)	Green	Green	Green	Green	\$ 640	50,000	\$ 30,283	\$ 80,283
Project 8	B	477	Greg Schneider	Efficiency	Active	(blank)	Yellow	Green	Yellow	Yellow	520	\$ -23,621	\$ 23,621	
Project 9	B	452	Alan Peura	Strategic	Active	(blank)	Yellow	Green	Yellow	Yellow	5,440	\$ -259,277	\$ 259,277	
Project 10	B	444	Ted Chase	Strategic	Active	(blank)	Green	Green	Green	Green	780	\$ -31,915	\$ 31,915	
Project 11	C	384	John Levick	Risk Avoidance	Scheduled	(blank)	Green	Green	Green	Green	600	\$ -31,584	\$ 31,584	
Project 12	C	161	John Levick	Efficiency	Active	(blank)	Green	Green	Yellow	Green	\$ 320	60,000	\$ 14,266	\$ 74,266
Project 13	D	382	John Morrow	Risk Avoidance	Active	(blank)	Yellow	Green	Yellow	Yellow	780	\$ -38,158	\$ 38,158	
Project 14	D	345	John Morrow	Strategic	Active	(blank)	Green	Green	Green	Green	2,080	\$ -97,098	\$ 97,098	
Project 15	D	288	John Morrow	Strategic	Active	(blank)	Green	Green	Green	Green	80	\$ -3,889	\$ 3,889	
Project 16	D	625	(blank)	Strategic	Inactive	(blank)	(blank)	(blank)	(blank)	(blank)	1,200	\$ -55,806	\$ 55,806	
Project 17	D	332	(blank)	Strategic	Inactive	12/31/2010	Green	Green	Green	Green	1,800	\$ -89,148	\$ 89,148	
Project 18	D	305	Brenda Gilmore	Strategic	Inactive	(blank)	Green	Green	Green	Green	160	\$ -6,925	\$ 6,925	
Grand Total											69,980	\$ 2,261,209	\$ 3,291,414	\$ 5,438,133

WHAT WASN'T A CHALLENGE...

WHY WE ARE BUILDING A PORTFOLIO



DESIGNING THE LOOK AND FEEL



EXECUTIVE SUPPORT



- ✕ Greg Schneider
 - + Senior Project Manager
- ✕ Alan Peura
 - + Deputy Director
- ✕ Margaret Kauska
 - + Administrator of IT and Processing.

WHAT WAS A CHALLENGE...

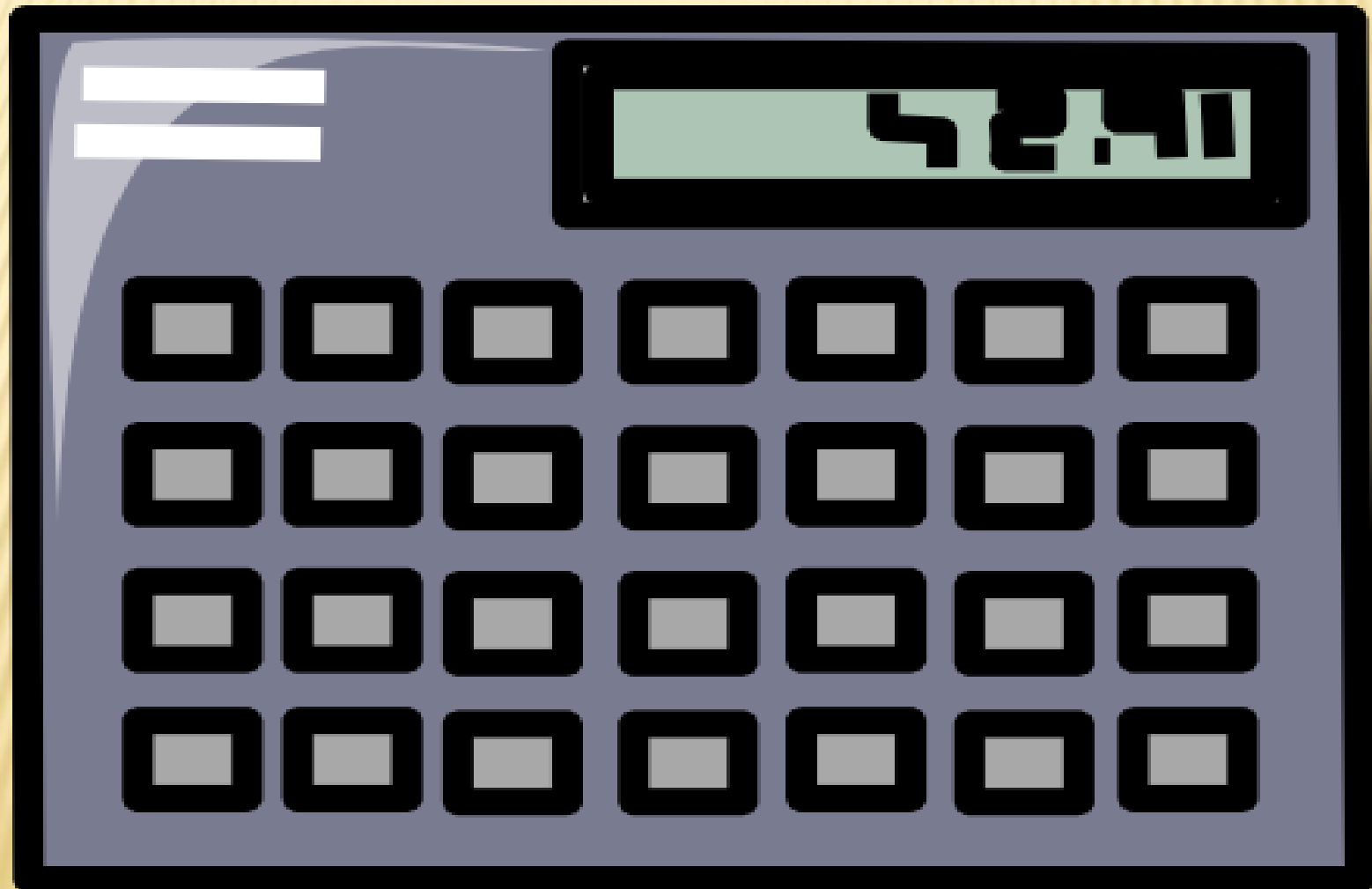
IT'S ALL IN A WORD - GOVERNANCE



DEVELOPING PRIORITY...THEN USING IT



HOW TO CREATE UNBIASED PROJECT SCORES



ESTIMATING

- ✗ Resource Usage
- ✗ Budget
- ✗ Timeframe
- ✗ You know, everything!



STATUS REPORTING



And. . .

THE RESULTS. SO FAR.

MEASURES

Report Date:

12/1/2011

Measure ID	% projects Completing:	Goal	1-Aug	1-Sep	1-Oct	1-Nov	1-Dec
23.1.2.01	Overall	85%	78%	79%	79%	74%	74%
23.1.2.02	Schedule	85%	81%	75%	75%	68%	68%
23.1.2.03	Budget	95%	100%	100%	100%	100%	100%
23.1.2.04	Scope	85%	78%	88%	88%	84%	84%

Measure ID	% active projects	Goal	1-Aug	1-Sep	1-Oct	1-Nov	1-Dec
23.1.2.05	Overall	85%	80%	76%	76%	86%	84%
23.1.2.06	Schedule	85%	82%	67%	74%	81%	79%
23.1.2.07	Budget	95%	96%	95%	93%	93%	95%
23.1.2.08	Scope	85%	76%	79%	81%	83%	84%

Measure ID	Project Process	Goal	1-Aug	1-Sep	1-Oct	11/1/2011	1-Dec
23.1.1.02	Average	15		18.7	24.75	24.66	26.78
23.1.1.03	Percent Under 20 Days	90%		50%	50%	44%	33%

ISSUES -

- ✗ Lack of Skill set information in the resource models
- ✗ Focus on projects removes focus from operational activities
- ✗ Project Leads not used to “managing” projects
- ✗ No direct connection to budgeting process
- ✗ “Business Impact” not given enough weight in scoring
- ✗ Platform transferability
- ✗ Process for updating capacity information

NEXT STEPS

- ✘ Project Actuals to help solve most of the estimating issues.
- ✘ Operational Tracking through Enhanced Service Request systems linked to Project Portfolio
- ✘ Revise Project Budgeting and estimating with staff costs applied to budget

IN CONCLUSION...

- ✖ You don't need a level of IT governance maturity to accomplish the most beneficial part of portfolio management – having directors, administrators and managers talk candidly about resource constraints and project expectations
- ✖ The people who have the most to gain from this are everybody, starting with middle management